

THE EFFECT OF PERCEIVED ORGANIZATION SUPPORT, SELF EFFICACY, AND TRAINING ON EMPLOYEES' AFFECTIVE COMMITMENT

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Abstrak

Tujuan penelitian ini adalah untuk menganalisis pengaruh *Perceived Organizational Support*, *Self-efficacy*, dan Pelatihan terhadap Komitmen Afektif karyawan PT. BPR Mulyo Raharjo Magetan. Penelitian ini menggunakan pendekatan kuantitatif dengan teknik sampling jenuh, sehingga seluruh populasi sebanyak 63 karyawan dijadikan sampel. Data dikumpulkan melalui kuesioner Google Form dan dianalisis menggunakan regresi linear berganda dengan bantuan SPSS versi 25. Hasil penelitian menunjukkan bahwa *Perceived Organizational Support*, *Self-efficacy*, dan Pelatihan masing-masing berpengaruh positif dan signifikan terhadap Komitmen Afektif, serta secara simultan ketiga variabel tersebut juga berpengaruh positif dan signifikan terhadap Komitmen Afektif karyawan PT. BPR Mulyo Raharjo Magetan.

Keywords : *Perceived Organization Support, Self-efficacy, Pelatihan, Komitmen Afektif*

Abstract

This research was conducted to assess the effect of Perceived Organizational Support, Self-efficacy, and Training on Affective Commitment of employees at PT. BPR Mulyo Raharjo Magetan. This research employs a quantitative approach with a saturated sampling technique, involving all 63 employees as the sample. Data were collected through a Google Form questionnaire and analyzed using multiple linear regression with the help of SPSS version 25. The results indicate that Perceived Organizational Support, Self-efficacy, and Training have a positive and significant effect, both partially and simultaneously, on employees' Affective Commitment at PT. BPR Mulyo Raharjo Magetan.

Keywords : *Perceived Organization Support, Self-efficacy, Training, Affective Commitment.*

A. INTRODUCTION

Human resources (HR) are a strategic asset that determines a company's competitiveness, and HR development, including technical competency and the formation of loyalty and emotional attachment, can increase employee commitment (Azelia & Ayu, 2024; Saleh & Nisar, 2020). According to Rhoades et al., 2001, affective commitment, It describes the level at which employees feel emotionally connected to, identify with, and actively engage in their organization, drives employee loyalty, motivation, and the desire to stay long-term.

One factor that can influence affective commitment is *perceived organizational support* (POS), which It is the perception of employees that the organization appreciates their efforts and is attentive to their overall welfare (Rhoades et al., 2001). High organizational support fosters loyalty and emotional engagement, although research shows mixed results regarding the effect of POS on affective commitment (Jang & Juliana, 2020; Susanto et al., 2021; Andriani & Kusmiyanti, 2024; Yusuf & Prakoso, 2022).

Another factor influencing affective commitment is *self-efficacy*, It describes an individual's belief in their ability to effectively accomplish tasks or face challenges (Bandura, 2006). Employees Individuals with strong self-efficacy generally exhibit greater confidence in their abilities, persistent, and motivated to remain committed to the organization, although research shows mixed results regarding its influence on affective commitment (Fung et al., 2020; Rustam et al., 2023; Saputra et al., 2023; Putri, 2021; Arif & Fauzan, 2022).

Training is an important factor in increasing affective commitment because it helps develop employees' skills, knowledge, and work attitudes, making them feel valued and more engaged with the organization (Muleya et al., 2022). Studies indicate that training has a positive and significant effect on affective commitment (Maryanto & Hadiyanti, 2020; Dzakwantoro et al., 2023; Wu et al., 2025), although some findings indicate that the effect is not always significant (Pinangkaan et al., 2020; Al-Refaei et al., 2021).

PT. BPR Mulyo Raharjo Magetan is a rural credit bank that provides microfinance services to small and medium-sized businesses. Based on interviews, observations, and internal data, low employee affective commitment was identified, reflected in increased turnover, declining discipline, and high levels of lateness. These symptoms indicate a low emotional attachment among some employees, potentially disrupting the company's sustainability and competitiveness amidst banking competition.

There are several factors that influence the low affective commitment of employees of PT. BPR Mulyo Raharjo Magetan, namely low *perceived organizational support* (POS) due to lack of attention, appreciation, and career development opportunities; low *self-efficacy* due to minimal motivation and doubt in completing work and dealing with customer complaints; and limited, uneven, and less relevant training to work needs, which makes employees stagnant and reduces emotional attachment for the organization.

As outlined in the background section above and seeing the importance of *perceived organizational support*, *self-efficacy*, and training in increasing employee commitment, The researcher aims to carry out a study entitled: "The Influence of *Perceived Organizational Support* , *Self-efficacy* , and Training on the Affective Commitment of Employees of PT. BPR Mulyo Raharjo Magetan"

THEORITICAL REVIEW

Affective Commitment

Affective commitment refers to the emotional bond that an employee forms with their organization, which is demonstrated through alignment with the organization's values and goals and a willingness to remain a part of it (Meyer & Allen, 1991). Key indicators of affective commitment include emotional attachment, identification with the organization, active involvement, pride in being part of it, and the voluntary desire to continue working there. This type of commitment reflects how deeply employees care about and feel connected to their workplace.

Perceived Organizational Support

According to Rhoades et al. (2001), *perceived organizational support* (POS) plays a crucial role in shaping affective commitment through recognition appreciation for employees' efforts and consideration for their overall welfare. Similarly, Wayan & Ayu (2022) emphasize that organizational support aligned with personal values fosters responsibility and commitment, while Suci et al. (2021) cite POS indicators as recognition, concern, superior support, and fair treatment.

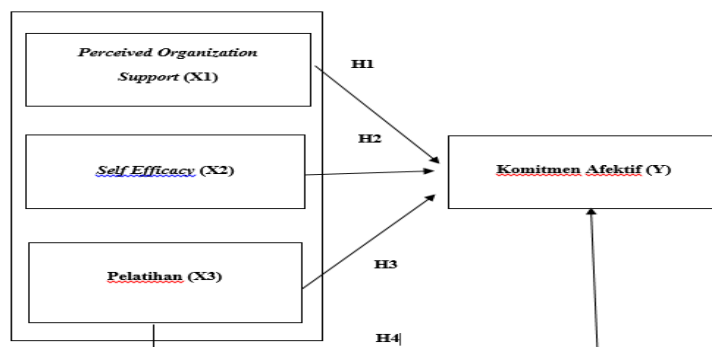
Self-efficacy

Bandura (2006) stated that Self-efficacy is an individual's belief in their ability to effectively carry out tasks design and complete activities to achieve goals. Individuals who have a strong belief in their own capabilities are more confident, focused, and positive, thus strengthening affective commitment. In line with Ana et al. (2022), self-efficacy also encompasses the ability to manage motivation and cognitive resources. According to Bandura (2006), its indicators include the level, consistency, and breadth of belief.

Training

Training is short-term education that helps employees master skills, broaden their horizons, and develop expertise (Muleya et al., 2022). In addition to improving work capabilities, training also strengthens employees' emotional attachment, thus fostering affective commitment (Dockel, 2003). According to Muleya et al., 2022, indicators include perceptions of training, job relevance, and training investment.

Conceptual Framework



Drawing from the conceptual framework presented, the hypotheses for this study are formulated as follows:

H1: The Influence of *Perceived Organizational Support* on Affective Commitment

H2: The Influence of *Self-Efficacy* on Affective Commitment

H3: The Effect of Training on Affective Commitment

H4: The Influence of *Perceived Organization Support* , *Self-efficacy*, and Training on Affective Commitment.

B. METHOD

This study was carried out at PT. BPR Mulyo Raharjo Magetan, located on Jl. Pasar Legi, Blaran, West District, Magetan Regency, East Java 63395. A quantitative research method was employed, with data collected using questionnaires. The study population consisted of all 63 employees, and a saturated sampling method was applied to include the entire population as the sample. Both primary and secondary data were utilized, and the research hypotheses were tested using multiple linear regression analysis. This approach allowed for a comprehensive examination of the relationships between variables within the organization.

C. RESULTS AND DISCUSSION

Validity Test

The results from the validity test can be summarized in the following table below:

Table 1 Validity Test Results

Variables	Item	r_{hitung}	r_{tabel}	Information
Perceived Organizational Support (X_1)	1	0.646	0.2441	Valid
	2	0.514	0.2441	Valid
	3	0.518	0.2441	Valid
	4	0.477	0.2441	Valid
	5	0.562	0.2441	Valid
	6	0.485	0.2441	Valid
	7	0.486	0.2441	Valid

Variables	Item	r_{hitung}	r_{tabel}	Information
Self-efficacy (X_2)	8	0.580	0.2441	Valid
	9	0.495	0.2441	Valid
	10	0.614	0.2441	Valid
	11	0.490	0.2441	Valid
	12	0.484	0.2441	Valid
	1	0.481	0.2441	Valid
	2	0.706	0.2441	Valid
	3	0.515	0.2441	Valid
	4	0.642	0.2441	Valid
	5	0.678	0.2441	Valid
	6	0.541	0.2441	Valid
	7	0.540	0.2441	Valid
Training (X_3)	8	0.517	0.2441	Valid
	9	0.612	0.2441	Valid
	1	0.702	0.2441	Valid
	2	0.732	0.2441	Valid
	3	0.661	0.2441	Valid
	4	0.618	0.2441	Valid
	5	0.596	0.2441	Valid
	6	0.622	0.2441	Valid
	7	0.602	0.2441	Valid
Affective Commitment (Y)	8	0.577	0.2441	Valid
	9	0.609	0.2441	Valid
	1	0.469	0.2441	Valid
	2	0.475	0.2441	Valid
	3	0.514	0.2441	Valid
	4	0.433	0.2441	Valid
	5	0.433	0.2441	Valid
	6	0.439	0.2441	Valid
	7	0.554	0.2441	Valid
	8	0.472	0.2441	Valid
	9	0.459	0.2441	Valid
	10	0.583	0.2441	Valid
	11	0.443	0.2441	Valid
	12	0.453	0.2441	Valid
	13	0.604	0.2441	Valid
14	0.590	0.2441	Valid	
15	0.580	0.2441	Valid	

Source: Processed Data (2025)

Based on the table above, all variable indicators in this study are considered valid, as the calculated r-values exceed the table value of 0.2441. The results indicate that the instruments used to measure perceived organizational support, self-efficacy, training, and affective commitment are valid and appropriate for use. This

confirms that the data collection tools are reliable for accurately assessing the constructs under investigation.

Reliability Test

Table 2 Validity Test Results

Variables	N	Cronbach's Alpha	Information
X ₁	12	0.762	Reliable
X ₂	9	0.757	Reliable
X ₃	9	0.814	Reliable
Y	15	0.780	Reliable

Source: Processed data (2025)

The findings in Table 2 present the reliability test results for each variable *perceived organizational support*, *self-efficacy*, training and affective commitment can be declared reliable because the Cronbach's alpha value is > 0.70 .

Classical Assumption Test

Normality Test

Table 3 Normality Test Results

		Unstandardized Residual
N		63
Normal Parameters ^{ab}	Mean	.0000000
	Standard Deviation	3.83178169
Most Extreme Differences	Absolute	.072
	Positive	.053
	Negative	-.072
Monte Carlo Sig. (2-tailed)		.582
Asymp. Sig. (2-tailed)		.200 ^d

Source: Processed Data (2025)

Referring to Table 3, the Kolmogorov-Smirnov test results show an asymptotic significance of 0.200, which is higher than the 0.05 threshold. This demonstrates that the study data are normally distributed. Ensuring normality is important to validate the use of parametric statistical tests in the subsequent analysis.

Multicollinearity Test

Table 4 Multicollinearity Test Results

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Perceived Organization Support (X1)	.783	1,277
<i>Self-efficacy</i> (X2)	.925	1,081
Training (X3)	.834	1,199

Source: Processed Data (2025)

Based on table 5, it can be described for every variable used has a Tolerance value > 0.10 and a VIF value < 10 . In conclusion, there is no multicollinearity so that the test can be continued.

Heteroscedasticity Test

Table 5 Heteroscedasticity Test Results

Model	Coefficients ^a				
	Unstandardized		Standardized		
	Coefficients		Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	7,367	3,068		2,402	.019
Perceived Organizational Support	.035	.067	.075	.523	.603
<i>Self-efficacy</i>	-.169	.092	-.241	-1,836	.071
Training	-.043	.084	-.071	-.511	.611

a. Dependent Variable: ABS_RES

Source: Processed Data (2025)

Based on Table 6, it is proven that each variable used has a significance value of a > 0.05 , namely. Meanwhile, the results of the Glejser test in Table 6 it can be inferred showing that heteroscedasticity is not present.

Multiple Linear Regression Test

The results of the multiple linear regression analysis conducted in this study are shown in the table below:

Table 6 Multiple Linear Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	13,974	5,062		2,760	.008
Perceived Organization Support (X1)	.245	.111	.250	2,201	.032
<i>Self-efficacy</i> (X2)	.453	.152	.312	2,983	.004
Training (X3)	.415	.139	.329	2,991	.004

Source: Processed Data (2025)

Based on the table above, the regression equation for this study is formulated as follows:

$$Y = 13.974 a + 0.245 \text{ perceived organizational support} + 0.453 \text{ self efficacy} + 0.415 \text{ training} + e$$

The multiple linear regression analysis indicates that the constant is 13.974, which means when the values of all independent variables are zero, affective commitment remains at 13.974. The POS regression coefficient of 0.245 reveals that for every one-unit increase in POS increases affective commitment by 0.245. The *Self-efficacy coefficient* of 0.453 indicates a positive influence on affective commitment, while the Training coefficient of 0.415 shows that each one-unit rise in training leads to an increase in affective commitment by 0.415. Thus, the three independent variables contribute positively to increasing employee affective commitment.

Hypothesis Testing

T-test

Table 7 t-Test Results

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	13,974	5,062		2,760	.008
Perceived Organization	.245	.111	.250	2,201	.032

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
Support (X1)					
<i>Self-efficacy</i> (X2)	.453	.152	.312	2,983	.004
Training (X3)	.415	.139	.329	2,991	.004

Source: Processed Data 2025

From the table above, the following conclusions can be inferred:

- The Perceived Organizational Support variable has a significance value of 0.032, which is less than 0.05, and a calculated t-value of 2.201, exceeding the t-table value of 2.001. This indicates that it has a positive and significant effect on affective commitment. Thus, **H1 is accepted.**
- The self-efficacy variable shows a significance value of $0.004 < 0.05$ and a calculated t-value of 2.983, which is greater than the t-table value of 2.002, demonstrating a positive and significant impact on affective commitment. Thus, **H2 is accepted.**
- The Training variable has a significance value of 0.004, below 0.05, and a calculated t-value of 2.991, exceeding the t-table value of 2.001, indicating a positive and significant effect on affective commitment. Thus, **H3 is accepted.**

F test

Table 8 F test results

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	615,237	3	205,079	13,292	.000 ^b
Residual	910,318	59	15,429		
Total	1525,556	62			

Source: Processed Data (2025)

As shown in the table above, the study reports an F-calculated value of 13.292, which exceeds the F-table value of 2.76, with a significance level of 0.000, below 0.05. This indicates that all independent variables collectively have a simultaneous

and significant effect on the dependent variable. These findings confirm that the combined influence of the studied factors is meaningful in explaining variations in the dependent variable.

Coefficient of Determination Test (R²)

Table 9 Results of the Determination Coefficient Test

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.635 ^a	.403	.373	3,928

Source: Processed Data (2025)

Based on the results of the determination coefficient analysis, the R value of 0.635 indicates a fairly strong relationship, while the R Square of 0.403 means that 40.3% of the variation in Affective Commitment is explained by *Perceived Organization Support*, *Self-efficacy*, and Training, while 59.7% is influenced by additional factors.

D. CONCLUSION

Based on the research findings, Perceived Organizational Support, Self-efficacy, and Training are shown to have positive and significant effects on employees' affective commitment at PT. BPR Mulyo Raharjo Magetan, both individually and simultaneously. This means that improvements in organizational support, employee self-confidence, and the quality of training provided are associated with higher levels of affective commitment. These results highlight the critical role of supportive practices and development programs in fostering stronger emotional attachment and loyalty among employees.

E. SUGGESTIONS

From the results of this research, it is suggested that the management of PT. BPR Mulyo Raharjo Magetan further improve organizational support, *self-efficacy*, and

training because they influence employee affective commitment, and for further researchers to add other variables to obtain a more comprehensive picture.

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